

## HEAD N

### MINISTRY OF FOREIGN AFFAIRS

#### OVERVIEW

##### Mission Statement

To advance and safeguard the interests of Singapore and Singaporeans through effective diplomacy.

#### FY2007 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

| Code | Object Class                               | Actual<br>FY2005     | Estimated<br>FY2006  | Revised<br>FY2006    | Estimated<br>FY2007  | Change over FY2006  |              |
|------|--|----------------------|----------------------|----------------------|----------------------|---------------------|--------------|
|      | <b>TOTAL EXPENDITURE</b>                   | <b>\$312,632,346</b> | <b>\$343,046,160</b> | <b>\$343,046,160</b> | <b>\$400,015,000</b> | <b>\$56,968,840</b> | <b>16.6%</b> |
|      | Main Estimates                             |                      |                      |                      |                      |                     |              |
|      | <b>OPERATING EXPENDITURE</b>               | <b>\$266,793,180</b> | <b>\$257,379,160</b> | <b>\$257,379,160</b> | <b>\$316,405,000</b> | <b>\$59,025,840</b> | <b>22.9%</b> |
|      | <i>RUNNING COSTS</i>                       | <b>\$190,390,048</b> | <b>\$173,821,260</b> | <b>\$173,821,260</b> | <b>\$238,812,200</b> | <b>\$64,990,940</b> | <b>37.4%</b> |
| 1000 | Expenditure on Manpower                    | \$97,682,091         | \$101,419,600        | \$101,419,600        | \$107,108,100        | \$5,688,500         | 5.6%         |
| 1200 | Political Appointments                     | 1,632,579            | 1,757,800            | 1,757,800            | 1,790,200            | 32,400              | 1.8          |
| 1500 | Permanent Staff                            | 85,644,175           | 87,932,800           | 87,932,800           | 93,908,600           | 5,975,800           | 6.8          |
| 1600 | Temporary, Daily-Rated & Other<br>Manpower | 10,405,338           | 11,729,000           | 11,729,000           | 11,409,300           | -319,700            | -2.7         |
| 2000 | Other Operating Expenditure                | \$92,707,957         | \$72,401,660         | \$72,401,660         | \$131,704,100        | \$59,302,440        | 81.9%        |
| 2100 | Supplies & Services                        | 60,757,205           | 53,816,700           | 53,816,700           | 86,271,080           | 32,454,380          | 60.3         |
| 2300 | Manpower Development                       | 4,023,088            | 3,304,310            | 3,304,310            | 5,720,700            | 2,416,390           | 73.1         |
| 2400 | Public Relations & Exercises               | 18,131,120           | 8,769,840            | 8,769,840            | 25,781,920           | 17,012,080          | 194.0        |
| 2700 | Equipment                                  | 8,239,469            | 4,988,910            | 4,988,910            | 11,716,290           | 6,727,380           | 134.8        |
| 2800 | Financial Claims & Legal Expenses          | 1,557,075            | 1,521,900            | 1,521,900            | 2,214,110            | 692,210             | 45.5         |
|      | <i>TRANSFERS</i>                           | <b>\$76,403,132</b>  | <b>\$83,557,900</b>  | <b>\$83,557,900</b>  | <b>\$77,592,800</b>  | <b>-\$5,965,100</b> | <b>-7.1%</b> |
| 3600 | Subventions                                | 76,403,132           | 83,557,900           | 83,557,900           | 77,592,800           | -5,965,100          | -7.1         |
|      | Development Estimates                      |                      |                      |                      |                      |                     |              |
|      | <b>DEVELOPMENT EXPENDITURE</b>             | <b>\$45,839,166</b>  | <b>\$85,667,000</b>  | <b>\$85,667,000</b>  | <b>\$83,610,000</b>  | <b>-\$2,057,000</b> | <b>-2.4%</b> |
| 5100 | Direct Development                         | 45,839,166           | 85,667,000           | 85,667,000           | 83,610,000           | -2,057,000          | -2.4         |

**Establishment List**

| Category/Personnel                               | Actual<br>FY2005 | Estimated<br>FY2006 | Revised<br>FY2006 | Estimated<br>FY2007 |
|--|------------------|---------------------|-------------------|---------------------|
| <b>POLITICAL APPOINTMENTS</b>                    | <b>3</b>         | <b>3</b>            | <b>4</b>          | <b>4</b>            |
| Minister   | 2                | 2                   | 2                 | 2                   |
| Minister of State                                | 1                | 1                   | 2                 | 2                   |
| <b>PERMANENT STAFF</b>                           | <b>762</b>       | <b>818</b>          | <b>863</b>        | <b>872</b>          |
| Accounting Profession                            | 1                | 1                   | 1                 | 1                   |
| Administrative                                   | 7                | 6                   | 6                 | 6                   |
| Administrative (Foreign Service)                 | 7                | 3                   | 3                 | 3                   |
| Corporate Support                                | 182              | 173                 | 179               | 180                 |
| Driving  | 4                | 2                   | 1                 | 1                   |
| Education Service                                | 1                | 1                   | 0                 | 0                   |
| Foreign Service (2002)                           | 374              | 443                 | 474               | 481                 |
| Immigration & Checkpoints Executive              | 6                | 4                   | 4                 | 4                   |
| Immigration & Checkpoints Specialist             | 7                | 9                   | 9                 | 9                   |
| Information Service (2002)                       | 1                | 0                   | 0                 | 0                   |
| Language Executive                               | 1                | 0                   | 1                 | 1                   |
| Legal  | 1                | 0                   | 0                 | 0                   |
| Management Support                               | 77               | 100                 | 125               | 126                 |
| Operations Support                               | 25               | 17                  | 16                | 16                  |
| Shorthand Writers                                | 66               | 57                  | 42                | 42                  |
| Translator (2003)                                | 2                | 2                   | 2                 | 2                   |
| <b>TEMPORARY, DAILY-RATED AND OTHER MANPOWER</b> | <b>356</b>       | <b>372</b>          | <b>402</b>        | <b>411</b>          |
| Locally Recruited Staff                          | 356              | 372                 | 402               | 411                 |
| <b>TOTAL</b>                                     | <b>1,121</b>     | <b>1,193</b>        | <b>1,269</b>      | <b>1,287</b>        |

## **FY2006 BUDGET**

The revised FY2006 expenditure of the Ministry of Foreign Affairs (MFA) is \$343.05 million. This is an increase of \$30.41 million or 9.7% over the actual FY2005 expenditure of \$312.63 million.

### ***Operating Expenditure***

The revised FY2006 operating expenditure is \$257.38 million, a decrease of \$9.41 million or 3.5% lower than the actual FY2005 expenditure of \$266.79 million. The decrease is due mainly to differences in expenditure resulting from MFA's reorganisation in FY2005, where once-off renovation costs were incurred to expand the number of Directorates, and from the collective cost savings derived through various economy drive initiatives.

### ***Development Expenditure***

The revised FY2006 development expenditure of \$85.67 million for on-going development projects is \$39.83 million or 86.9% higher than the actual FY2005 expenditure of \$45.84 million. The increase in development expenditure is due mainly to the purchase and relocation of Singapore's chanceries in Paris and Manila.

## **FY2007 BUDGET**

The FY2007 total expenditure of MFA is projected to be \$400.02 million, an increase of \$56.97 million or 16.6% over the revised FY2006 expenditure. Of this, \$316.41 million or 79.1% is for operating expenditure and \$83.61 million or 20.9% is for development expenditure.

### ***Operating Expenditure***

Operating expenditure for FY2007 is projected to be \$316.41 million, which is an increase of \$59.03 million or 22.9% over the revised FY2006 expenditure. Of this, \$238.81 million or 75.5% is for running costs and \$77.59 million or 24.5% is for transfers.

### ***Running Costs***

Running costs of \$238.81 million is an increase of \$64.99 million or 37.4% over the revised FY2006 figure. The increase is mainly attributed to the setting up of new Overseas Missions as well as Singapore's assumption of the ASEAN Chairmanship in FY2007.

### ***Transfers***

Expenditure on transfers, amounting to \$77.59 million in FY2007, is a decrease of \$5.97 million or 7.1% over the revised FY2006 expenditure. The decrease is mainly attributed to a decrease in assessed contributions for Peacekeeping Operations.

### ***Development Expenditure***

Development expenditure for FY2007 is projected to be \$83.61 million, a decrease of \$2.06 million or 2.4% over the revised FY2006 expenditure.

---

***Development Expenditure by Project***


---

| Project Title                    | Total Project Cost | Actual Expenditure up to end of FY2004 | Actual FY2005       | Estimated FY2006    | Revised FY2006      | Estimated FY2007    |
|----------------------------------|--------------------|--|---------------------|---------------------|---------------------|---------------------|
| <b>DEVELOPMENT EXPENDITURE</b>   | ...                | ...                                    | <b>\$45,839,166</b> | <b>\$85,667,000</b> | <b>\$85,667,000</b> | <b>\$83,610,000</b> |
| Direct Development               | ...                | ...                                    | 45,839,166          | 85,667,000          | 85,667,000          | 83,610,000          |
| <b>Foreign Affairs Programme</b> |                    |  |                     |                     |                     |                     |
| Minor Development Projects       | ...                | ...                                    | 811,042             | 2,000,000           | 2,000,000           | 1,000,000           |
| Overseas Properties Purchase     | ...                | ...                                    | 45,007,273          | 83,667,000          | 83,667,000          | 82,610,000          |
| Completed Projects               | ...                | ...                                    | 20,850              | 0                   | 0                   | 0                   |

---

## KEY PERFORMANCE INDICATORS

### Desired Outcomes

- Advancement of Singapore's national interests through friendly relations and close cooperation with the regional and international community
- International recognition of Singapore as credible, principled and constructive
- Prompt and effective consular services for Singaporeans

### Key Performance Indicators

| Desired Outcome  | Performance Indicator  | Actual FY2005   | Revised FY2006/<br>Estimated FY2007  |
|--|--|---|--|
| Advancement of Singapore's national interests through friendly relations and close cooperation with the regional and international community | 1. Strong and friendly relations with neighbours, ASEAN countries and key regional players e.g. US, China, India, Japan, EU, Australia and New Zealand | <ul style="list-style-type: none"> <li>- PM visited the US, China, Japan, Germany, France, India, Indonesia, Thailand, Malaysia and VLM countries. There were altogether 120 visits at ministerial level and above and 11 NRA visits. Concluded SFA and held first round of Policy Dialogue with the US.</li> <li>- Signed RecAAP and set up the Information Sharing Centre</li> <li>- Launched the Trilateral Pilot Project on Avian Influenza with Indonesia and the US.</li> <li>- Worked with MINDEF to organise Ex Deep Sabre, the first PSI exercise in Southeast Asia.</li> </ul>  | Continue to strengthen bilateral exchanges with our neighbours and key regional players and identify new areas of cooperation on win-win basis                                 |
|  | 2. Deeper engagement with emerging markets including India, Middle East, Central Europe, Latin America and South Africa                                | <ul style="list-style-type: none"> <li>- Facilitated the signing of FTAs with the ROK, the Transpacific SEP with Chile, NZ and Brunei. Lobbied for the ESPCA and the launch of the Expert Group for the China-Singapore FTA.</li> <li>- Wider outreach efforts were made. There were a total of 89 incoming and outgoing visits at ministerial level and above.</li> <li>- Launched AMED, the Qatar-Singapore Connect and incorporated SCE. Held inaugural meeting of FEALAC YPF and the India-Singapore Parliamentary Forum. Signed the CECA and MLAT with India and worked towards setting up a SEZ in India. Also facilitated the signing of the FTA with Panama.</li> </ul> | <p>Continue to expand economic linkages through FTAs and other agreements</p> <p>Continue to step up our engagement with emerging markets and promote mutual understanding</p> |

**Key Performance Indicators – continued**

| Desired Outcome   | Performance Indicator   | Actual FY2005  | Revised FY2006/<br>Estimated FY2007  |
|---|---|--|--|
|   | 3 Strong and robust international and regional mechanisms e.g. ASEAN, ARF, APEC, EAS and ASEM | <ul style="list-style-type: none"> <li>- Worked with regional partners to ensure an inclusive East Asia Summit (EAS).</li> <li>- Played active role in 11th ASEAN Summit, ASEAN Charter, ASEAN-China EPG, and First ASEAN-Russia Summit.</li> <li>- Helped launch the series of IMO Meetings on the Straits of Malacca and Singapore as a new regional platform for maritime cooperation</li> <li>- Worked to reinvigorate ARF through several initiatives on maritime security, non-proliferation, disaster relief, avian flu and counter terrorism</li> <li>- Pursued trade liberalisation goals and worked to keep other non-trade issues such as counter-terrorism, supply chain security and avian flu high on APEC's agenda. Active member of APEC Friends of the Chair on APEC Reform.</li> </ul>   | Continue to work towards stronger and more robust regional mechanisms, and identify new areas of cooperation. This would include leveraging on the 13th ASEAN Summit and related meetings which Singapore will host in November 2007 to further profile Singapore and advance our interests. |
| International recognition of Singapore as credible, principled and constructive | 4. Constructive and principled positions at the UN and key international fora                 | <ul style="list-style-type: none"> <li>- Continued to further Singapore's economic interests and participated actively at the 6th WTO Ministerial Conference. Played active role in IAEA BOG, WTO, G77 Summit, 60th UNGA, UN Commission on Human Rights, CHOGM, ESCAP and Asia-Africa Summit.</li> <li>- Worked with MinLAW to set up WIPO Office in Singapore and facilitated expansion of Singapore-WIPO Cooperation MOU.</li> <li>- Assisted MOT and MPA in elections to the IMO Council.</li> <li>- Obtained observer status in UNESCO as preliminary step towards re-joining.</li> <li>- Worked with MEWR and MTI towards Singapore's signature of the Kyoto Protocol.</li> <li>- Worked with MEWR, NEA and HSA towards Singapore's signature of the IAEA Additional Protocol.</li> <li>- Helped organise 2006 IMF/WB Annual meetings and WIPO Diplomatic Conference on the Singapore Treaty on the Law of Trademarks.</li> </ul> | Continue to enhance Singapore's role in international organisations in collaboration with other Singapore agencies through constructive participation and taking principled positions at the UN and key international fora   |

**Key Performance Indicators – continued**

| Desired Outcome   | Performance Indicator   | Actual FY2005  | Revised FY2006/<br>Estimated FY2007  |
|---|---|--|--|
|   | 5. Goodwill towards Singapore arising from its technical assistance and cultivation efforts | <ul style="list-style-type: none"> <li>- Successfully conducted training under the SCP for 6,298 government officials from 139 countries. Organised 41 study visits for high level officials, 169 consultancy projects and 238 courses.</li> <li>- Developed SCP Alumni network.</li> <li>- Assisted Indonesia, Sri Lanka, and Maldives in tsunami relief efforts and reconstruction. Completed pier project in Meulaboh.</li> </ul>                                 | <p>Conduct relevant training programmes and technical assistance with 90% of participants giving positive feedback</p> <p>Profile Singapore brand name through outreach activities and post-programme cultivation, and showcase Singapore's expertise through the design of SCP courses and visit programmes</p> |
| Prompt and effective consular services for Singaporeans | 6. Better consular services   | <ul style="list-style-type: none"> <li>- Provided timely and accurate consular information and services to Singaporeans abroad through Singapore's 42 Overseas Missions and 28 Honorary Consuls General covering 26 countries</li> <li>- 8,944 Singaporeans registered with MFA</li> <li>- Provided timely information to Singaporeans abroad including for overseas voting</li> <li>- Completed set up of electronic visa processing in China and India.</li> </ul> | Maintain overseas network of Honorary Consulates General, consulates and friends of Singapore and continue to improve access to consular information and services  |
|   | 7. Timely and effective consular case management  | <ul style="list-style-type: none"> <li>- Handled 4,494 consular cases with less than 5% negative feedback</li> </ul>   | Provide assistance to Singaporeans with less than 5% negative feedback on consular cases   |